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Carlos F. Bonzon, Ph.D., P.E.

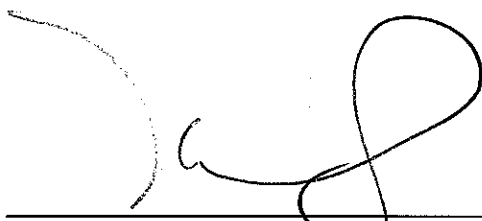
**Departmental
Business Plan**

**Office of the
Citizens' Independent Transportation Trust**

Fiscal Year: 2005-2006

Fiscal Year: 2006-2007

August 21, 2006



Nan A. Markowitz,
Executive Director



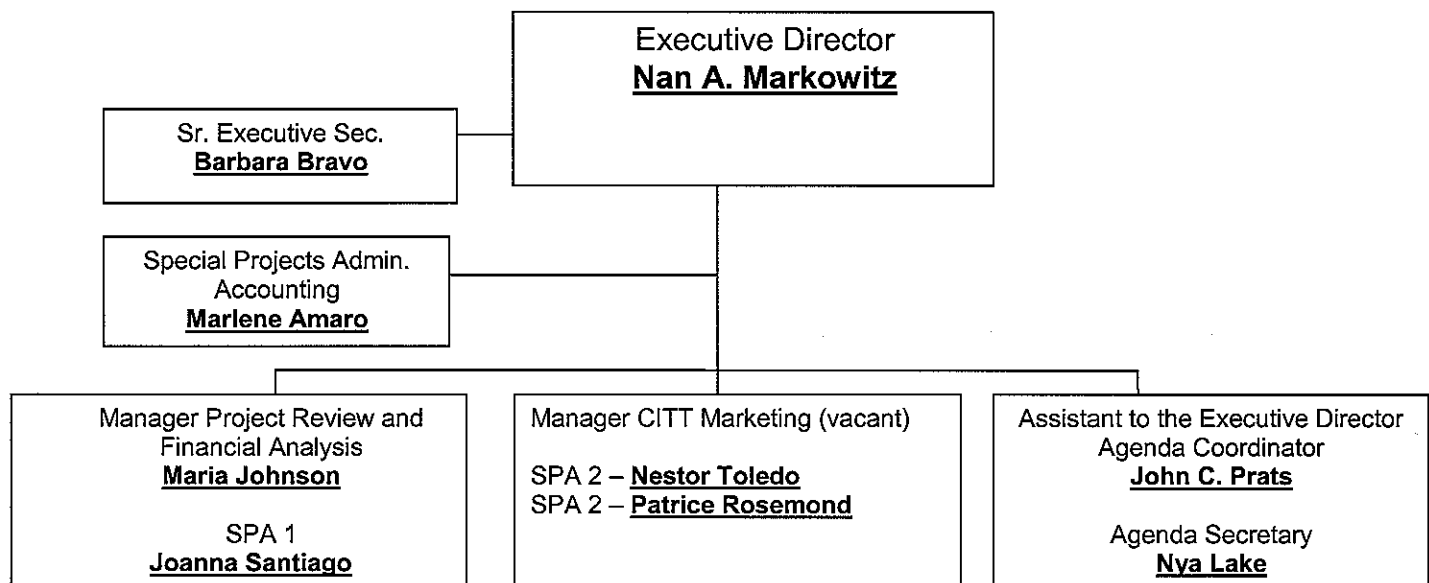
Carlos F. Bonzon, Ph.D., P.E.
Assistant County Manager

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EXECUTIVE SUMMARY

The Office of the Citizens' Independent Transportation Trust (OCITT) was created to provide all necessary resources and support staff to the Citizens' Independent Transportation Trust (CITT), so it can fulfill its mandated oversight of the usage of the Charter County Transit System Sales Surtax ("Surtax") and the implementation of the People's Transportation Plan ("PTP"). The Surtax is expected to generate over \$167 million in FY 2005-2006, in addition to bond proceeds. The FY 2005-2006 Business Plan is focused on the development of efficient fiscal and programmatic auditing/monitoring processes, on-going implementation of streamlined approval processes and coordination of a comprehensive public outreach and education program regarding the implementation of the PTP.



During FY 2005-2006 major objectives or milestones for the OCITT include:

- Provide training for the new Municipal Tracking System and Technical Assistance Program to ensure PTP compliance as per County Ordinance 02-117.
- Seek best practices for internal and external fiscal guidelines and financial management controls, to ensure that no more than 5% of surtax proceeds are expended on administrative costs.
- Review measures and best practices to manage the workflow between the CITT and the Financial Consultant to ensure the necessary fiscal oversight as per County Ordinance 02-117.
- Audit past year's expenditures to ensure compliance Ordinance 02-117.

During FY 2006-2007 major objectives or milestones for the OCITT include:

- Working with the Financial Consultant to review surtax expenditures for consistency with the PTP and Ordinance 02-117.
- Conducting municipal compliance audits as per Ordinance 02-117, relating to applicable Interlocal Agreements.

INTRODUCTION

Department Purpose/Mission:

On November 5, 2002, voters approved a one-half percent increase in the sales tax to be used exclusively for improving transit and transportation in Miami-Dade County. Pursuant to Ordinance 02-117, the Citizens' Independent Transportation Trust (CITT) was created to monitor the implementation of the People's Transportation Plan (PTP). The Trust is a group of citizens, selected through a nominating committee that functions as an independent body, with certain powers over the use and expenditures of Surtax proceeds. Its mission is to "...monitor, oversee, review, audit, and investigate implementation of the transportation and transit projects listed in the PTP, and all other projects funded in whole or in part with Surtax proceeds;" and to assure compliance with any limitations imposed in the levy on the expenditure of Surtax proceeds, including but not limited to, any limitation that Surtax proceeds only be expended for transportation and transit purposes.

Departmental Purpose: The OCITT exists to provide all necessary resources and staff support to assist the CITT in making informed and independent decisions so that it can effectively carry out its fiduciary and mandated oversight responsibilities with regard to the Charter County Transit System Sales Surtax and the PTP.

Departmental Mission: To provide the CITT with the necessary administrative staff support as per Ordinance 02-117, to monitor, audit, oversee and investigate the use of the Surtax proceeds and the implementation of the PTP.

Department Description:

The OCITT is responsible for providing the CITT with detailed subject analysis and essential comprehensive research materials pertaining to the PTP, as well as ongoing snapshots of local, state, and federal strategic transportation issues. Its responsibility is to monitor, oversee, review, audit, and investigate implementation of the transportation and transit projects listed in any levy of the surtax, and all other projects funded in whole or in part with surtax proceeds. It is also responsible for analyzing proposed changes to the PTP to determine relevance and consistency with the goals of the PTP. It provides the administrative structure for the CITT to perform its mandated duties, including a process to facilitate the approval of contracts and expenditures necessary to implement the PTP as well as amendments to the PTP. The OCITT is structured as follows:

Office of the Executive Director: Responsible for overall planning, policy development and administrative oversight of the Department; serves as department spokesperson and liaison to other governmental entities, organizations, etc; coordinates all CITT related meetings and activities, and ensures compliance with applicable requirements.

Assistant to the Executive Director/Agenda Coordination: Responsible for the quarterly updates, coordination, development and dissemination of the OCITT's Strategic Business Plan to conform to the County's Strategic Plan; acts as the Departmental Liaison to the Commission on Ethics and Public Trust. Incumbent oversees the BCC and CITT Agenda Process and produces official, internal and external correspondence on behalf of the CITT Chairperson and the OCITT Executive Director. Manages the production of CITT meeting minutes and CITT follow-up reports. Maintains the CITT By-Laws and departmental procedures. Back-up Continuity of Operations Plan (COOP) Coordinator. Produces the ordinance required quarterly 90-Day report to the Mayor and BCC. Manages and coordinates the CITT Member and CITT Nominating Committee Member recruitment process. Maintains an adequate pool of CITT member applications on file to fill future vacancies on the CITT. Department Personnel Representative, Safety Officer, Disaster Assistance Employee Coordinator and Floor Warden.

Departmental Business Plan and Outlook

Department Name: Office of the Citizens' Independent Transportation Trust (OCITT)

Fiscal Years: 2005/2006 – 2006/2007

Manager, Project Review and Financial Analysis: Provides financial monitoring and analysis of PTP amendments, contracts, etc., including the oversight of auditing activities and coordination of the bond financing process. Project Manager for the Financial Consultant that assists the CITT in reviewing the use of Surtax proceeds for compliance with applicable ordinances. Provides cost/benefit analysis as needed; performs programmatic audits to ensure appropriate and most efficient use of Surtax funds; monitors the implementation of Surtax funded improvements; reviews contracts to ensure compliance with limitations imposed by tax; and reviews proposed PTP amendments for consistency with the goals of the PTP. Assistance in trend analysis and cost/benefit analysis may be provided through contracted services. Performs as the Continuity of Operations Plan (COOP) Coordinator, responsible for developing and updating the OCITT COOP on an annual basis

Manager, Marketing and Communications: Responsible for coordinating a comprehensive public education/community outreach program to provide information on the PTP uses; supporting and monitoring the municipalities that receive twenty percent of the Surtax proceeds to ensure compliance with relevant ordinances and state statutes; and provides support in community outreach efforts, including analysis of community satisfaction with PTP improvements, which may be contracted out. Monitors municipal spending of their respective share of the PTP surtax, to ensure that the spending is within the guidelines as specified. Portions of the technical assistance services for the municipalities are also expected to be provided through contractual services. Responsible for monitoring Disadvantaged Business Enterprises/Community Small Business Enterprise (DBE/CSBE) programs in Surtax-funded projects.

Budget and Accounting: Responsible for the development of the departmental budget; handles all accounts receivables and accounts payables. Acts as liaison with, but not limited to, the Commission Auditor, the Office of Strategic Business Management, the Finance Department, and Procurement Management.

Departmental History:

The OCITT was created through the FY 2003-2004 Budget process to provide exclusive support to the citizens group responsible for the oversight of the use of the Surtax proceeds. As such, the Department establishes policies and procedures to provide the necessary administrative support to the CITT to perform its mandated duties. Streamlining and updating these processes are essential for the Department to fulfill its mission.

Significant events that continue to impact the department's mission or purpose

- Fluctuations in sales tax revenues versus projections
- PTP amendments that exceed Plan's goals and/or have fiscal implications
- Discussions with new municipalities regarding the PTP Surtax
- Changes to the CITT membership composition
- Federal, state, and local legislation that may impede or delay the implementation of the rail corridors
- Shortfall or no federal and state funding participation in rail corridor projects that may result in delays/deferral of PTP improvements
- Capital projects not completed on time and/or over budget
- Increased operations and maintenance costs
- New federal and state mandates without financial assistance
- County policies increasing labor or contractual costs

Departmental Business Plan and Outlook

Department Name: Office of the Citizens' Independent Transportation Trust (OCITT)

Fiscal Years: 2005/2006 – 2006/2007

New Programs anticipated for next fiscal year:

The OCITT anticipates expansion of its municipal support program to provide increased technical assistance. The Automated Countywide Reporting Systems Application has been developed in conjunction with Enterprise Technology Service Department (ETSD) staff, and became operational in November 2005. The Community Outreach/Education Program will be expanded to include feedback surveys relating to the implementation of the PTP.

Organization and Staffing Levels: Staffing levels for the OCITT are as follows:

Executive Director's Office			
<ul style="list-style-type: none">• Develops/Implements and directs overall administrative policies and procedures• Plans, directs, and controls all support functions for the CITT and the CITT Nominating Committee• Evaluates legislation and makes recommendations to the BCC, CITT, and the County Manager• Develops and sponsors PTP inputs to the Miami-Dade Long Range Transportation Plan• Directs all CITT Sub-Committee staff analysis			
Assistant to the Executive Director Agenda Coordination	Project Review and Financial Analysis	Marketing and Communications	Budget and Accounting
<ul style="list-style-type: none">• Evaluates and implements departmental policies, goals and objectives• Develops and updates Procedures Manual to facilitate operating efficiencies• Department Personnel Representative• OCITT Business Plan Coordinator• Oversees the preparation of BCC and CITT Agenda process.• Special Events/Logistics Coordinator• Disaster Assistance Employee Coordinator• CITT Member and CITT Nominating Committee Member Recruitment Coordinator• CITT and CITT Nominating Committee Liaison	<ul style="list-style-type: none">• Establishes Financial Policies and procedures• Financial liaison with County departments and municipalities• Audits and reviews proposed contracts and amendments• Directs financial audits to determine risk exposure• Prepares statistical analysis to forecast surtax/bond revenues• Reviews PTP work plans to determine consistency with budget and pro forma• Monitors fiscal limitations• Project Manager for the Financial Consultant• Analyzes projects for industry best practices• Manages the OCITT Continuity of Operations Plan (COOP)	<ul style="list-style-type: none">• Contract Manager for Interlocal Agreements and MOU's• Municipal Liaison• Develops and maintains public education and community outreach• Prepares newsworthy articles for publication• Facilitates and staffs community meetings• Monitors municipal expenditures to ensure that PTP funds are being used within guidelines.• Monitors compliance of DBE's, CSBE's, and CBE's, and other measures in contracts	<ul style="list-style-type: none">• Prepares departmental budget,• Prepares Surtax and bond proceed revenues and expense reports• Manages operating/capital budget• Maintains financial data for MIS• Liaison with Commission Auditor• Procurement

Departmental Business Plan and Outlook**Department Name: Office of the Citizens' Independent Transportation Trust (OCITT)****Fiscal Years: 2005/2006 – 2006/2007****Staffing Levels:**

Functional Unit	FY 2005-2006 Budget	FY 2006-2007 Budget
Executive Director's Office	5	3
Agenda Coordination Division	2	2
Community Outreach		
Project & Financial Review	4	3
	2	2
Total	13	10

Fiscal Environment:

The OCITT administers the proceeds of the Charter County Transit Systems Sales Surcharge ("Surtax"). This Surtax provides the necessary funding for the implementation of the improvements listed in the PTP. The Surtax contains no sunset provision and over the next 20 years, the financial projections for the PTP show approximately \$17 billion in transportation-related operating and capital expenses.

All expenses of the OCITT are considered administrative, and are wholly funded with Surtax funds, within the established caps as provided by Ordinance 02-116, which limits (non-project related) expenses to 5% of the Surtax proceeds.

Revenues and Expenditures by Fund (All Dollars in Thousands)

Total Annual Budget			
	Prior Fiscal Year FY 04-05 ACTUAL	Current Fiscal Year 06 Budget	PROJECTION AS OF 7/31/06
Revenues			
Charter County Surtax	169,932.00	167,773.00	179,704.00
Interest Income	2,530.00	1,920.00	1,821.00
Repayment of MDT Loan	0.00	1,848.00	1,848.00
Carryover to PTP Fund	114,618.00	139,601.00	115,967.00
Total	287,080.00	311,142.00	299,340.00
Expense			
(CITT) Salaries & Fringes	1,369.00	1,385.00	1,185.00
(CITT) Other Operating	592.00	1,342.00	1,113.00
(PTP) Transfers to MDT	116,189.00	152,492.00	112,419.00
(PTP) Loan to MDT	22,900.00	13,500.00	28,278.00
(PTP) Transfers to PWD	18,976.00	2,787.00	3,807.00
(PTP) Transfer/Municipalities	33,987.00	33,555.00	35,941.00
Reserve for Future Exp.	93,067.00	106,081.00	116,597.00
Total	\$287,080.00	\$311,142.00	\$299,340.00

Departmental Business Plan and Outlook**Department Name: Office of the Citizens' Independent Transportation Trust (OCITT)****Fiscal Years: 2005/2006 – 2006/2007**

Equity in pooled cash (for proprietary funds only)

Fund/ Subfund	FY 2005 BEGINNING YEAR ACTUAL	FY 2005 END ACTUAL	FY 2006 YEAR-END BUDGET
SP 402	\$83,466.00	\$74,188.00	\$40,668.00
ET420	\$0.00	\$0.00	\$0.00
Total	\$83,466.00	\$74,188.00	\$40,668.00

- Budget and Projected numbers are based on the December 2005 pro forma.
- Amounts do not reconcile to FAMIS. MDT loan amounts are shown here for budget/appropriation purposes but are not revenues/expenses for financial purposes.

Fiscal Environment:

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Business and Regulatory Environment:

Ordinance 02-117 established the roles and responsibilities of the CITT with regard to the oversight of the PTP, which assumes federal and state matching funds for the construction of additional rail lines, expansion of the existing bus fleet, road and neighborhood improvements as well as the creation of jobs. The CITT's fiduciary responsibilities require it to monitor, audit, oversee and investigate the use of Surtax funds to ensure compliance with the applicable ordinance relating to the PTP, and ensure the implementation of the specific voter-approved improvements.

Ordinance 02-117 clearly delineates the duties and powers of the CITT. The CITT approves all amendments to the PTP and then seeks BCC approval. In addition, any contracts partially or wholly funded with Surtax proceeds must first be approved by the BCC and then by the CITT. Ensuring the efficient movement of items, requiring both BCC and CITT approval, through the various respective committees and to keep the PTP improvements moving forward in an expeditious manner, requires significant coordination and cooperation among various departments.

The assumptions made in the PTP include federal and state matching dollars. With more than 200 transit projects in the pipeline, competition for these dollars is very intense in the national arena. To pursue these matching funds and ensure the efficient implementation of the PTP, the OCITT maintains professional relationships with its business partners: Miami-Dade Transit (MDT), Public Works Department (PWD), the Metropolitan Planning Organization (MPO), Municipalities, the Florida Department of Transportation (FDOT), the U.S. Department of Transportation (DOT) as well as many other stakeholders at the state, federal, and local levels.

Customer Feedback Plan:

The CITT, which oversees the spending of the PTP, a citizen driven plan, does by its very nature receive ongoing feedback from citizens. The 15 CITT Members are appointed by the Mayor, the Miami-Dade League of Cities, and Commissioners from all 13 Districts. The Members attend countywide meetings to educate and obtain feedback from the respective communities that they represent. Additionally, all CITT meetings are advertised as Florida Sunshine meetings, and citizens' comments are a substantial part of every agenda. The CITT also facilitates an Annual Municipal Conference to share information with the municipalities that are eligible to receive a pro rata portion of the Surtax.

Critical Success Factors:

The CITT's purpose is to ensure that the PTP's implementation is as envisioned and presented to the voters. The OCITT is responsible for providing the CITT with the necessary tools to make timely and informed decisions necessary to fulfill its mandate. As such, the following are critical to OCITT's success:

- The schedule and breadth of projects contained in the PTP is aggressive and complex and relies on the involvement of MDT, PWD, and participating municipalities that receive a portion of the municipal share of the Surtax. Other entities are crucial to the success of the PTP, including the MPO, the FDOT, the South Florida Regional Transportation Authority (RTA) and the Federal Transit Administration (FTA).
- Staff oversight and coordination among these various entities is essential to ensure the Plan's integrity and vision.
- The cooperation of multiple entities and municipalities providing necessary information to the CITT for its review and approval of amendments and contracts
- The accuracy of the financial projections and assumptions contained in the PTP's pro forma. The pro forma model assumes specific levels of sales tax proceeds, fare-box recoveries, federal and state financial commitments, construction and operating costs, inflation factors, and financing options. During its thirty-year life cycle, the model will continually undergo change, and even seemingly, small assumption adjustments may have major financial impacts.
- Changes in utilization rates requiring modifications/improvements to rail lines/bus routes not previously included/approved in the PTP
- Changes in utilization rates requiring the reduction/elimination of PTP-specified transportation improvements
- Additions or deletions to the approved list of PWD improvements due to changing needs or availability of other funding
- Unrealized revenue projections (e.g., lower than anticipated fare box recovery, Surtax growth rate, Consumer Price Index, etc.)
- Higher than anticipated implementation costs
- Lower than anticipated federal/state matching funds
- Impact on 80% share (non-municipal) of Surtax funds from any redistribution to new municipalities

Future Outlook:

Key factors in reaching the OCITT's strategic objectives will be achieved through training and maintaining a streamlined agenda coordination effort and apply best practices to ensure the timely implementation of PTP contracts and amendments.

Overview

Our FY 2005–06 business plan and outlook draws heavily on previously adopted work, including the PTP and the Miami-Dade County Strategic Plan. Miami-Dade County's Strategic Planning initiative is both a plan and a process. The plan provides a framework at a broad, countywide level: where we want to go, how we get there, and how we measure our progress along the way. The process ensures increased communications at all levels of County government by using consistent terms. The Board incorporated these terms in its adopted document.

- Our countywide *Vision* communicates the community's shared vision for the best possible future for Miami-Dade County government
- Our Countywide *Mission* statement communicates the role of our government. Miami-Dade County's mission statement is "Delivering excellent public services to address the community's needs and enhance our quality of life"
- Our *Guiding Principles* communicate to all levels of our organization the manner in which we expect all decisions, interactions and activities to be performed
- Our *Strategic Themes* represent what we consider to be the most significant challenges and opportunities facing Miami-Dade County government
- We have developed *Goals* across all County Departments to focus on the direction the County must move to address the priority strategic themes and help guide us toward the desired future
- For each goal we have defined a desired *Outcome* or set of outcomes that the County must achieve to be successful in accomplishing the goal. These outcomes are from the customer/community perspective (e.g. quality of service provided, customer satisfaction).
- For each outcome(s), implementing *Strategies* summarize at a broad countywide level the actions that will be taken to achieve the outcome(s)
- *Key Performance Indicators* express the County's intentions from the Strategic Plan. Associated *Key Performance Objectives* assign measurable targets and timelines to the key performance intentions while the *Performance Measure* is the specific unit of measure. Departments may develop *Additional Performance Objectives*
- *Department Activities, Tasks or Programs* are actions or groups of actions that are undertaken by a particular department in a specific fiscal year in order to implement a strategy

As part of the County's Strategic Plan, the Board of County Commissioners endorsed nine priority strategic themes countywide. This Department is primarily supportive of the following strategic theme: ***"Develop and Maintain an Effective Transportation System."***

Supporting this theme are goals and priority outcomes critical to achieving the goals that directly relate to the OCITT. These are provided along with the department's tasks, activities, and performance measures for fiscal year 2006.

Department-related Strategic Plan Goals:

- 1) Encourage and Promote innovative solutions to transportation challenges, including incentive plans.
- 2) Improve mass transit along major corridors and between major origin and destination locations.
- 3) Educate the community regarding transportation issues and opportunities.

Department-related Strategic Plan Priority Outcomes:

- 1) Effective management and oversight of dedicated transit funds (priority outcome).
- 2) Increased public knowledge and understanding of public transportation alternatives and benefits.